



كلية الإمارات للتطوير التربوي  
Emirates College for Advanced Education

# Strategic Planning for IT in Education: A Practical Approach (Higher Education)

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## Emirates College For Advanced Education, Abu Dhabi



Click on the arrow to reach the location.



# About ECAE

- Teacher Education College
- Emirati Students
- Male and Female Students
- Starting to accept expat students
- Approx 550 students
- 125 Staff
- Focus on Professional Development Program





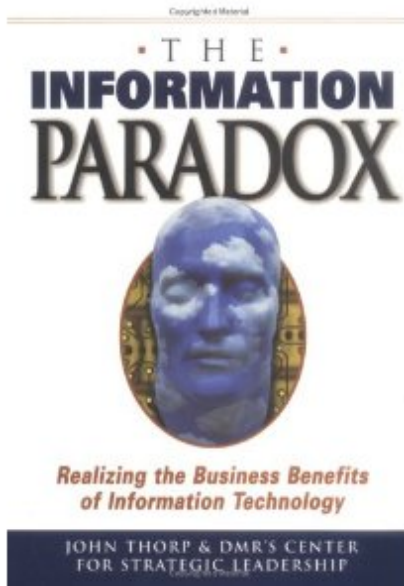




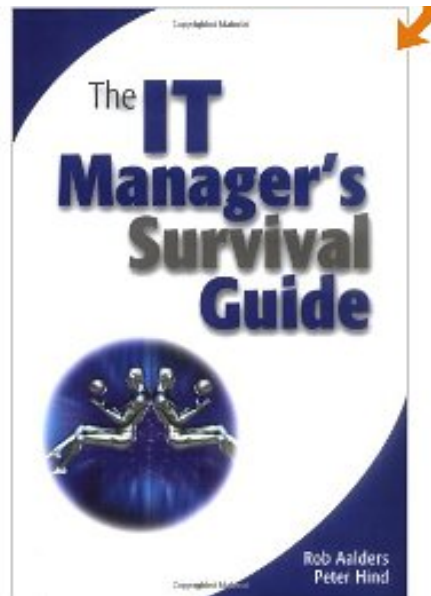
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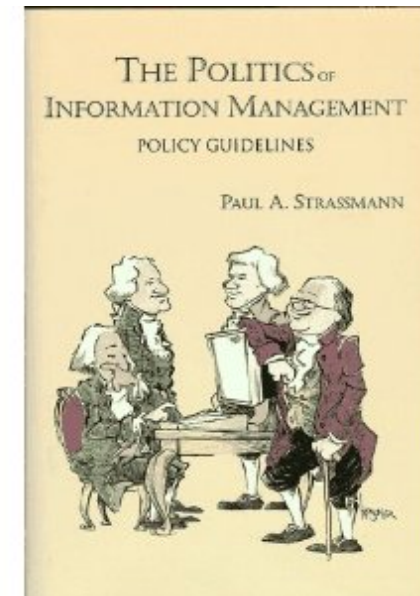
- One approach
- Combination of a number of models



John Thorp



Rob Aalders  
Peter Hind



Paul A. Strassmann



# Introduction

## FOUNDATIONS

PORTFOLIO Management

PROGRAM Management

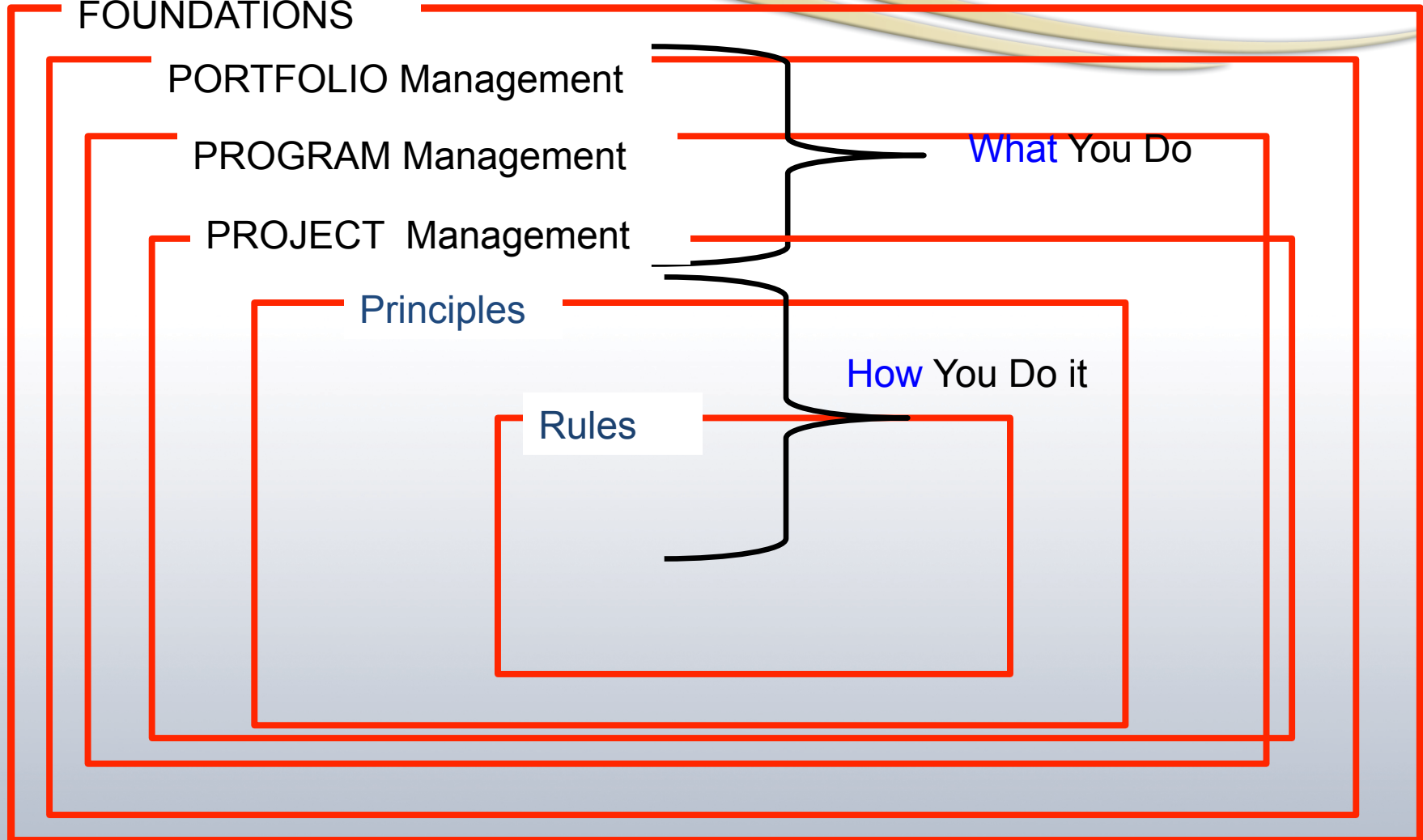
PROJECT Management

Principles

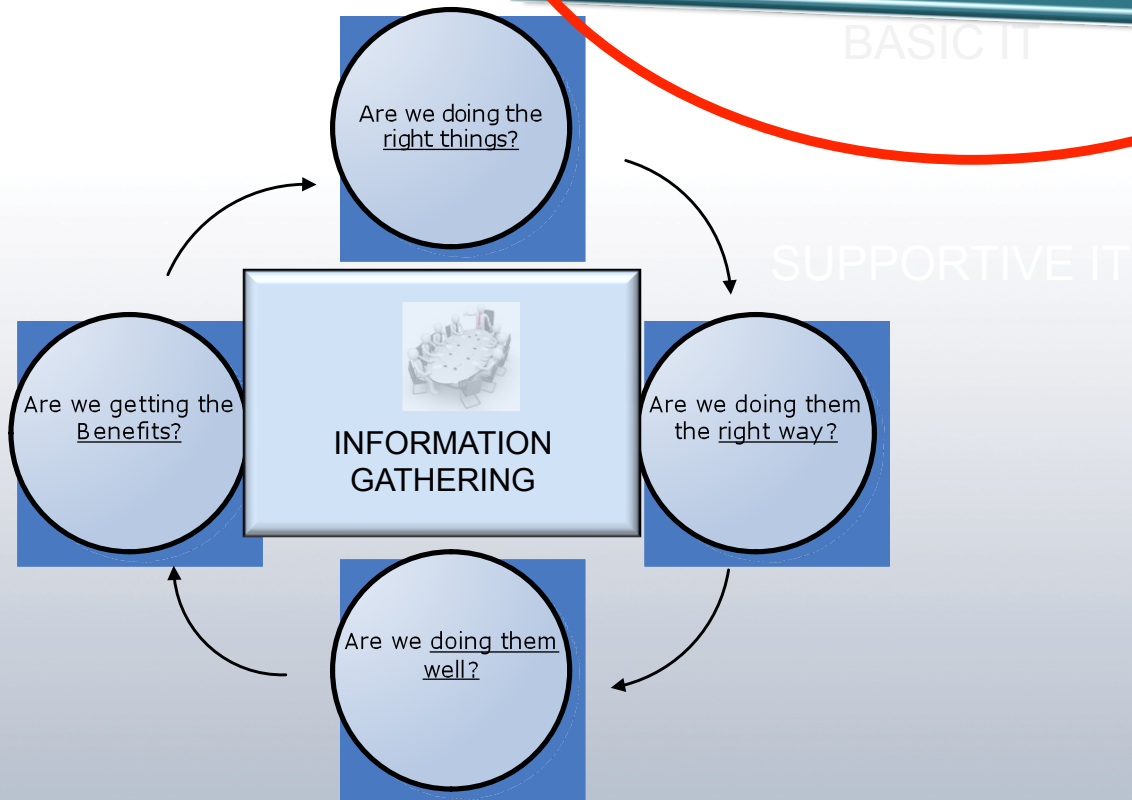
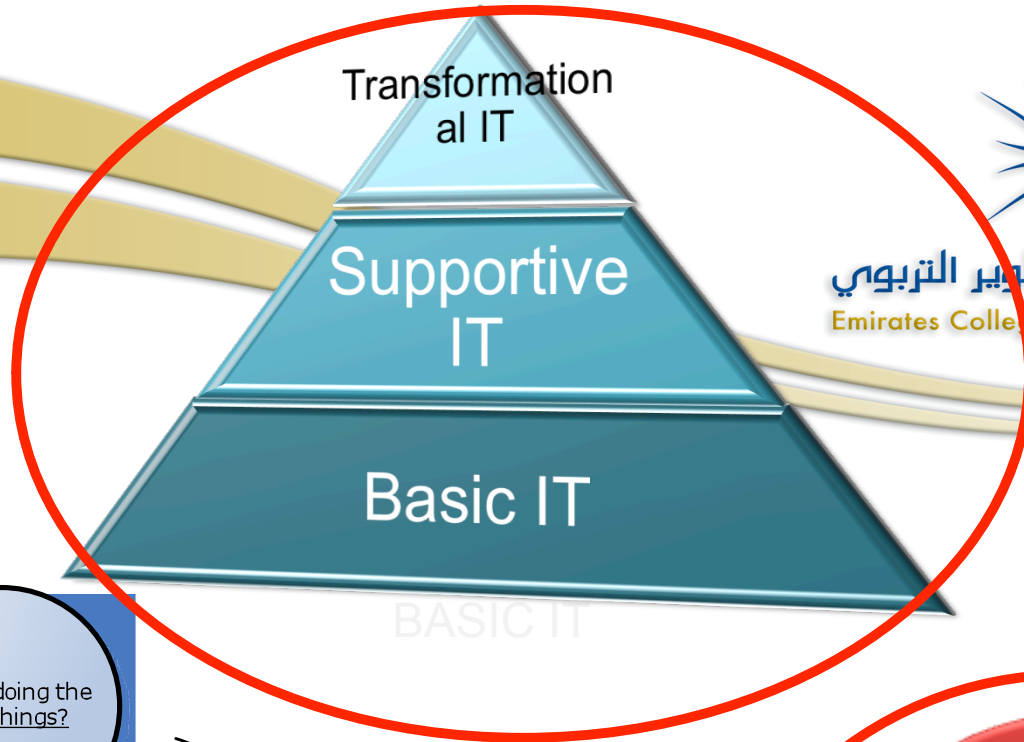
Rules

What You Do

How You Do it



# Foundations



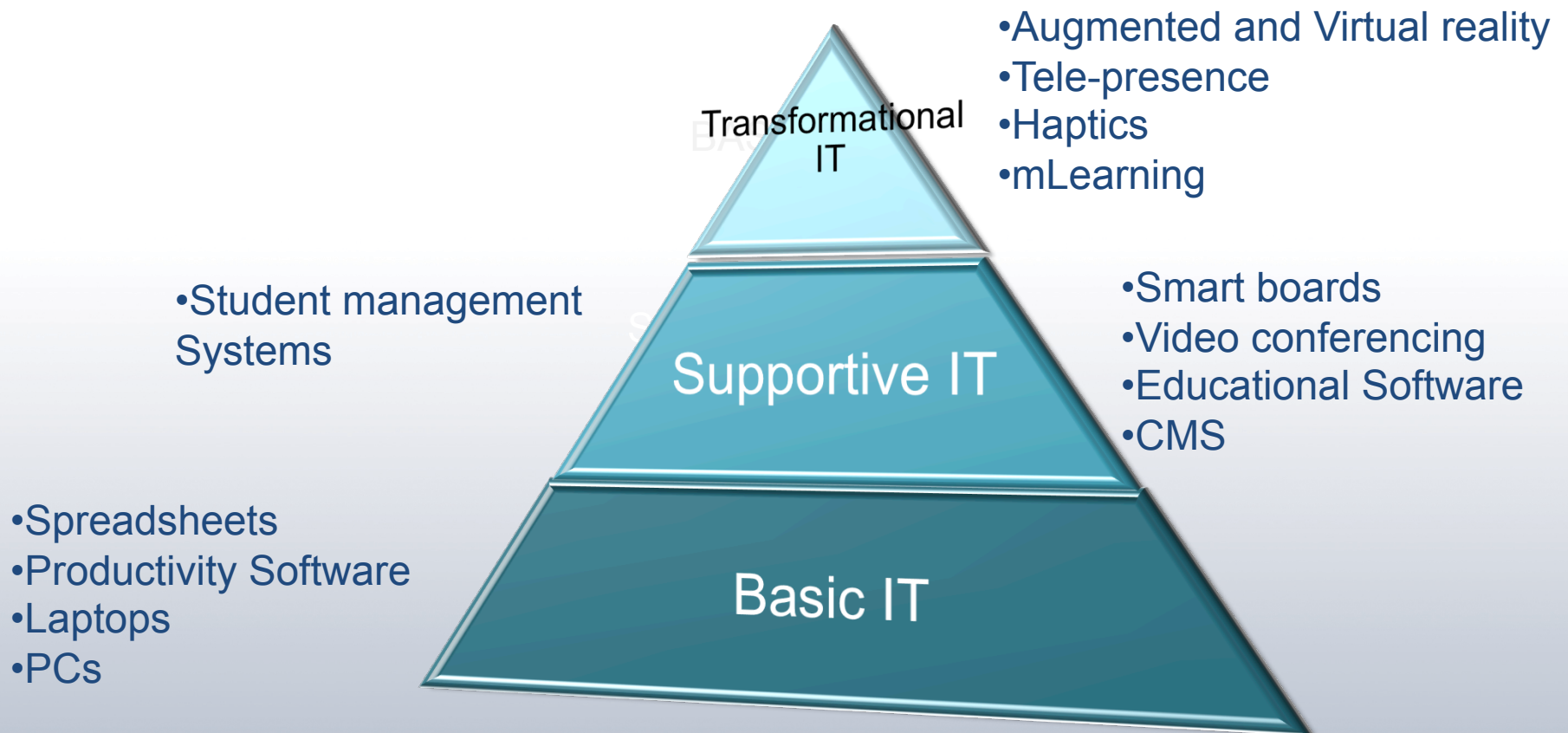




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# Foundations- Technology Types

What sort of Organization are you ?



# Foundations

- What are the needs of the institution?
- Will it be implemented in blended or distance mode or both?

- How are courses requested?
- How are courses created?
- How is media handled?
- Archiving and Retention issues



- Hardware
- Software
- Data base system
- Integration

- Administrators
- Edtech Staff
- Graphic Designers
- Instructional Designers
- Developers
- Training



Learning Management System

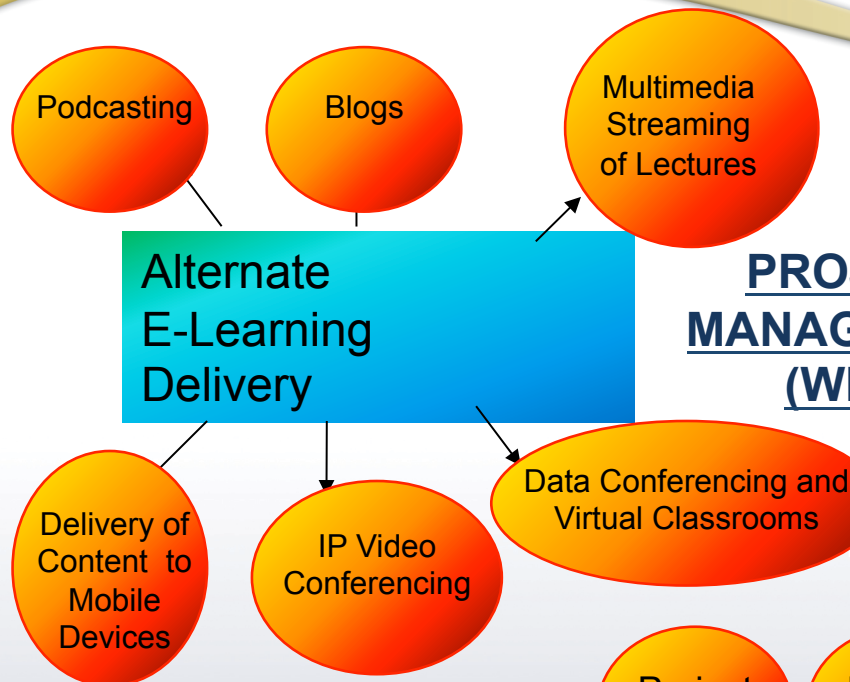


# Main Components of Planning (overview)

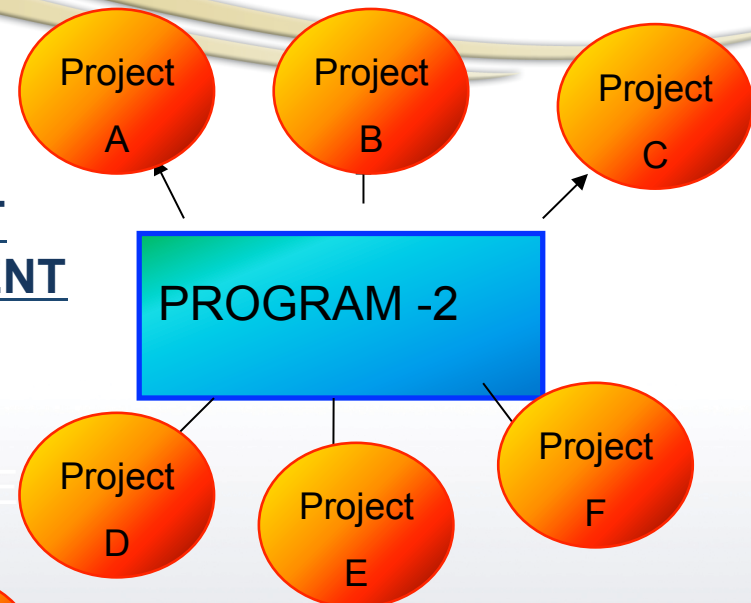


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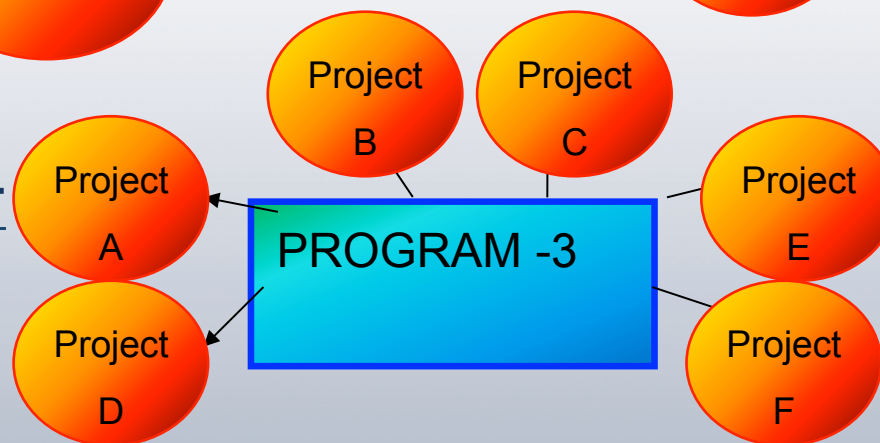
## PORTFOLIO MANAGEMENT (What)



## PROJECT MANAGEMENT (What)



## PROGRAM MANAGEMENT (What)



**Principles:** Guide how a project is conducted

**Rules:** are day to day guidelines on how staff implement activities to support the project

**(How)**

# Information Gathering



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Podcasting

Alternative  
E-Learning  
Delivery

Delivery of  
Content to  
Mobile  
Devices



## INFORMATION GATHERING

Project  
C

Project  
F

Project  
D

Project  
F

Provide how a  
project is conducted

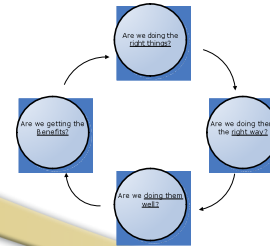
to day  
gather information how staff  
implement activities to  
support the project

(How)



# Information Gathering

## Focus Groups



Internal within IT (Divisions)	External to IT (faculty/Staff)
How would we like our network/ technology to be described by others?	Are the things you think we are doing a good thing?
How would you like our service to be described ?	Are there some things you think we could be doing that we are currently not doing ?
What are things we are doing better than others?	Can you suggest what we could improve on things we are doing better than others?
What are the things we are doing better ?	Is there anything you would like to tell us that would help us to provide better teaching and learning in the college ?
What are some things we could be doing that we are not ?	Are there some technologies that you currently do not have access to, but feel you would be effective in your role if you did have them?

Are we doing the right things?

Are we getting the Benefits?

Are we doing them well?

Are we doing them the right way?

# Information Gathering Governance Group

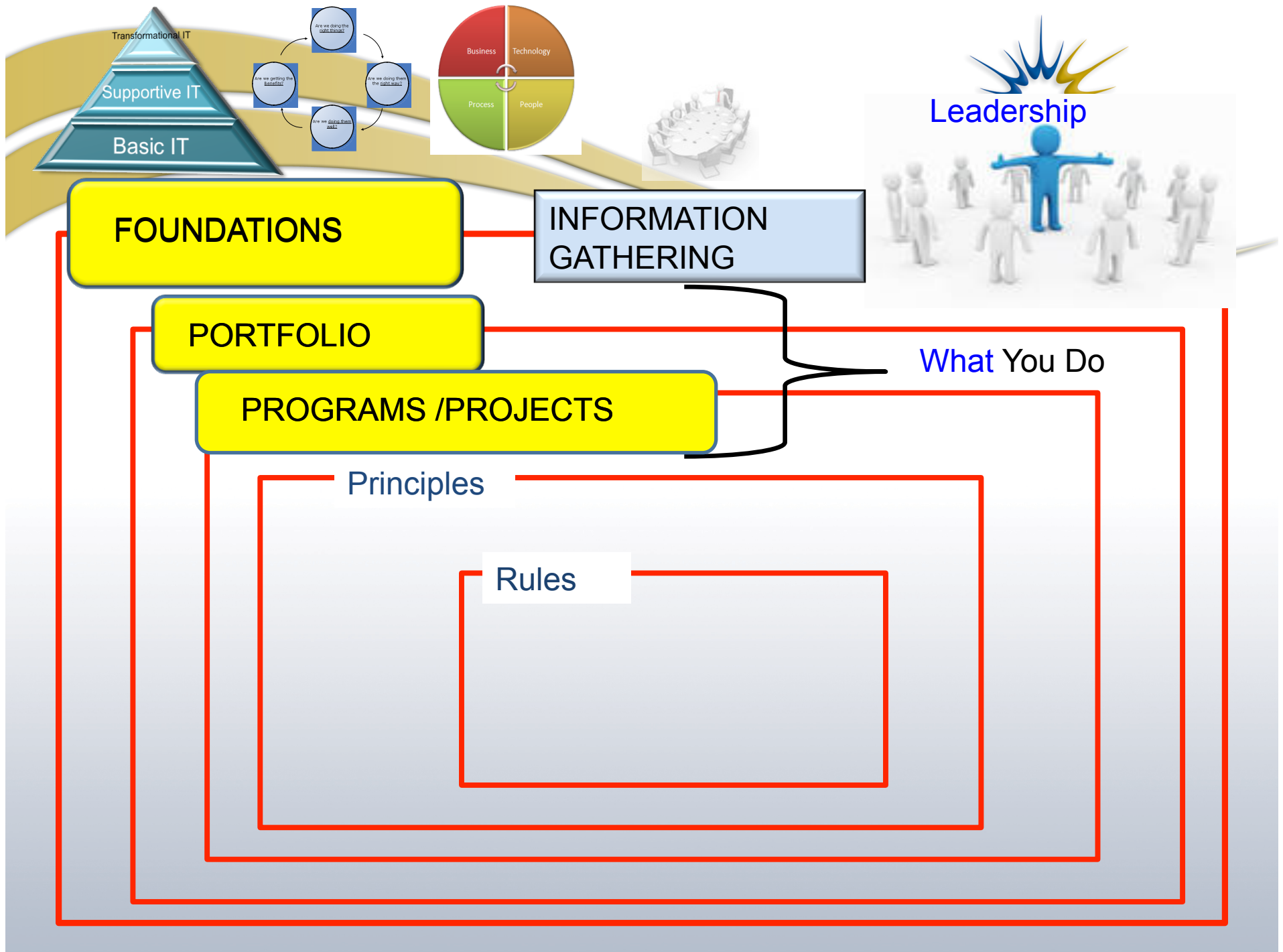
## Inclusive

- Members from each faculty area
- Members from Corporate Services
- Members from management Team

## Exclusive

- Restrict to Executive management
- Vice Chancellor
- Director Corporate Services
- Deans

Benefits to both approaches  
Could use a hybrid Model



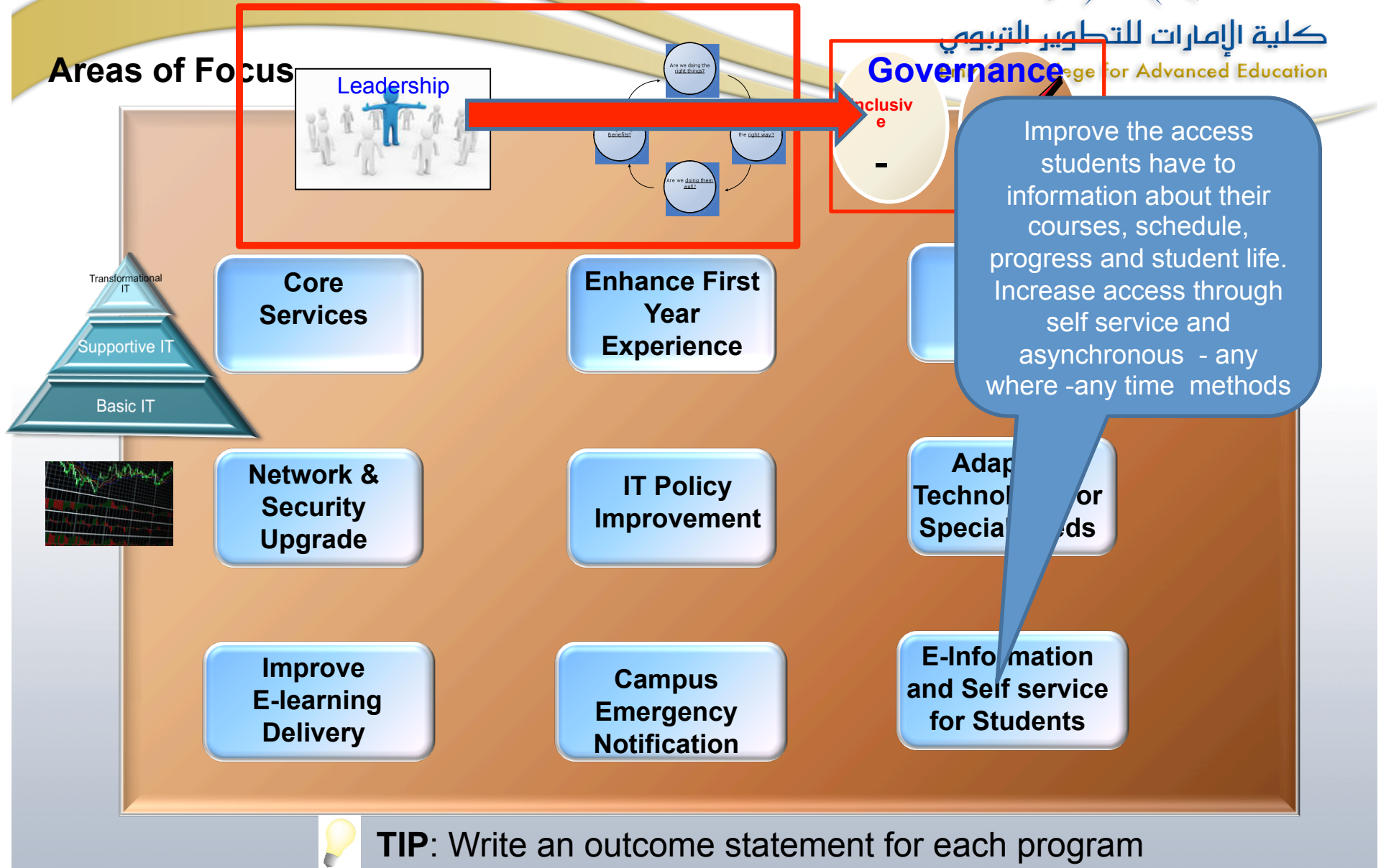




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# PORTFOLIO MANAGEMENT

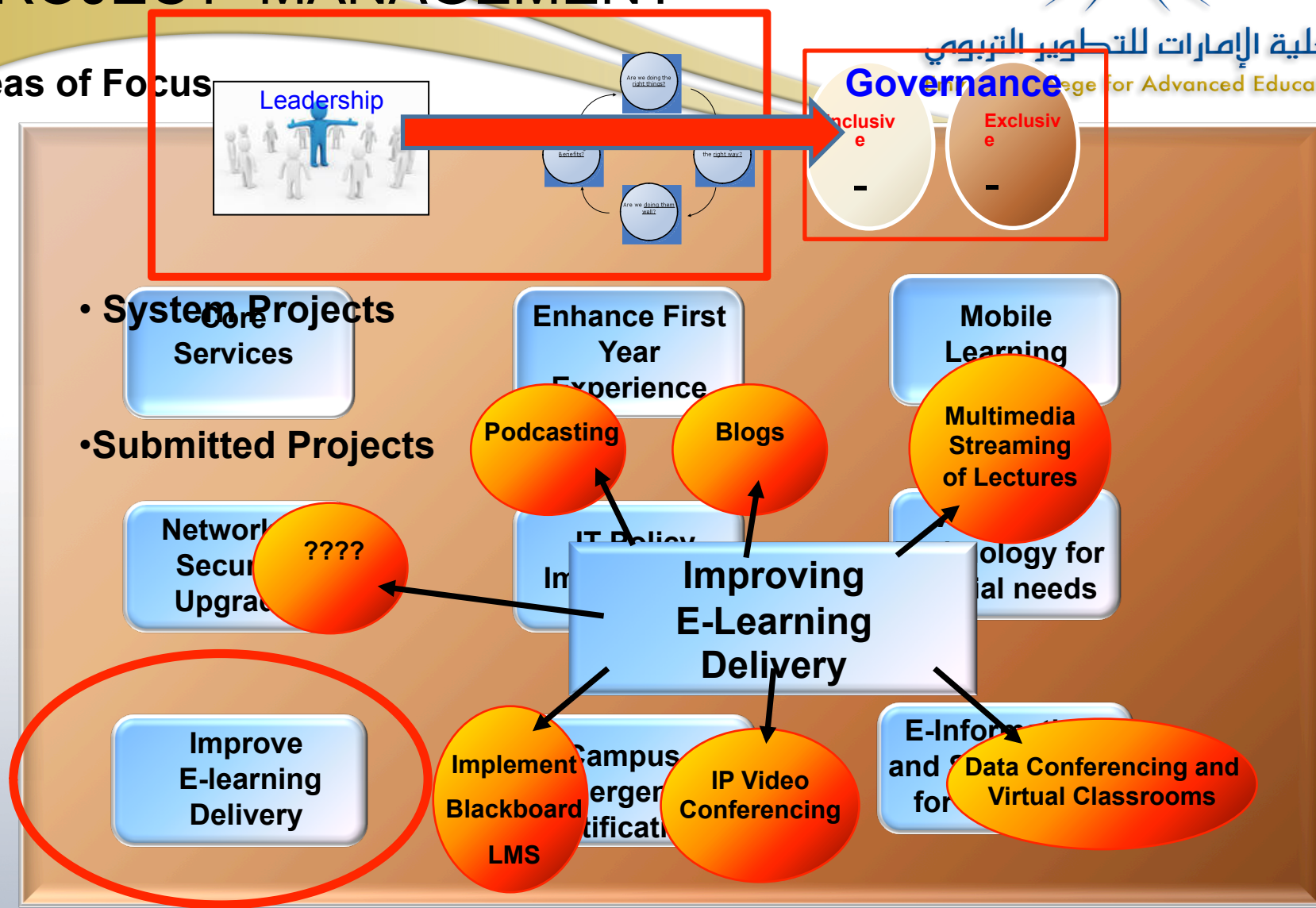
## Areas of Focus



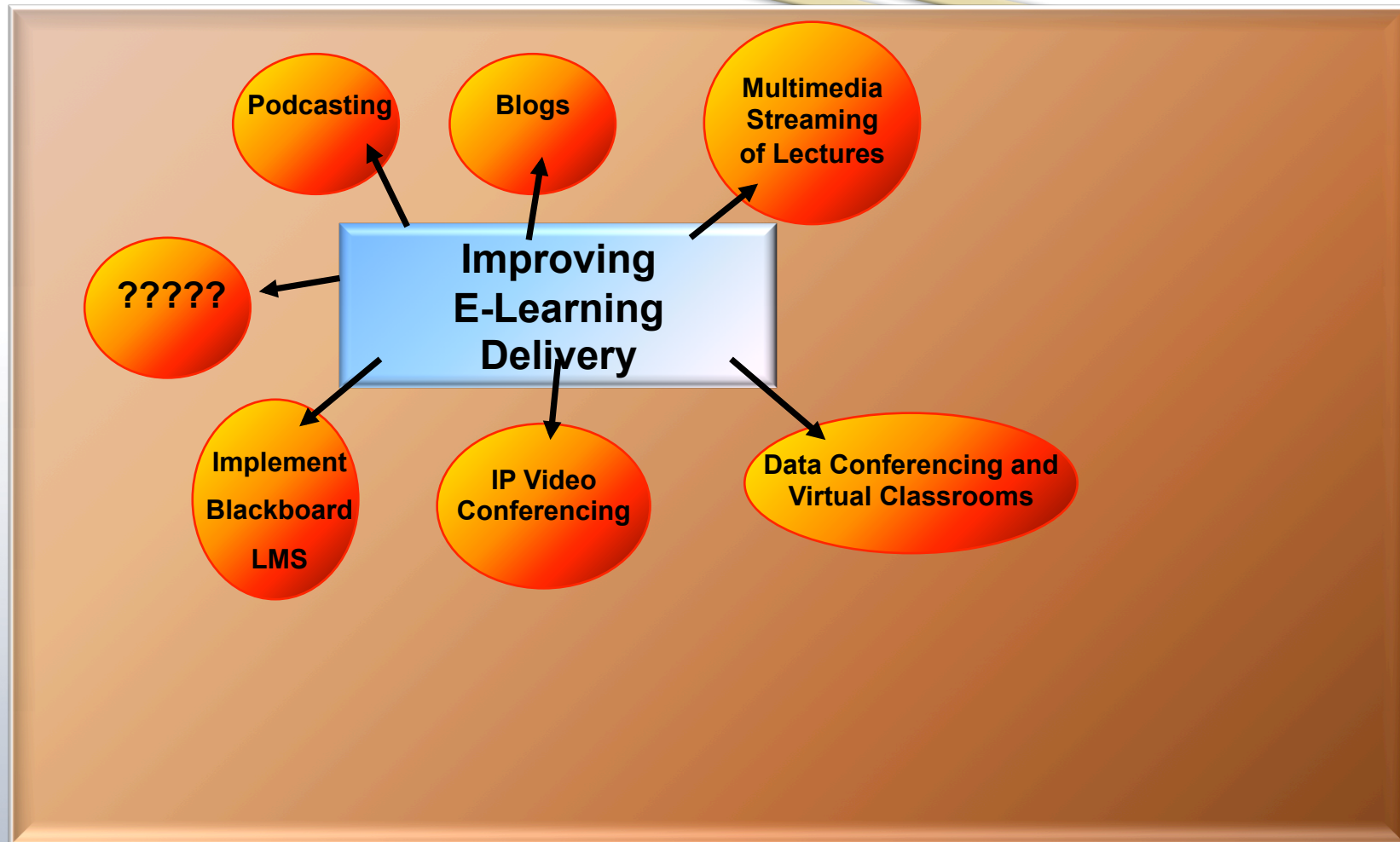


# PROJECT MANAGEMENT

## Areas of Focus



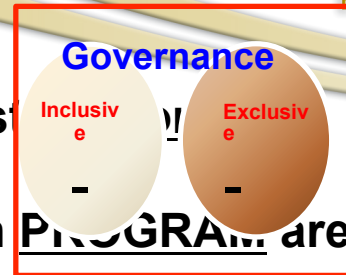
# SUBMITTED PROJECTS





# Submitted Projects

- Project bids are placed in the semester to when they need to be completed
- Projects given priority if match with PROGRAM area



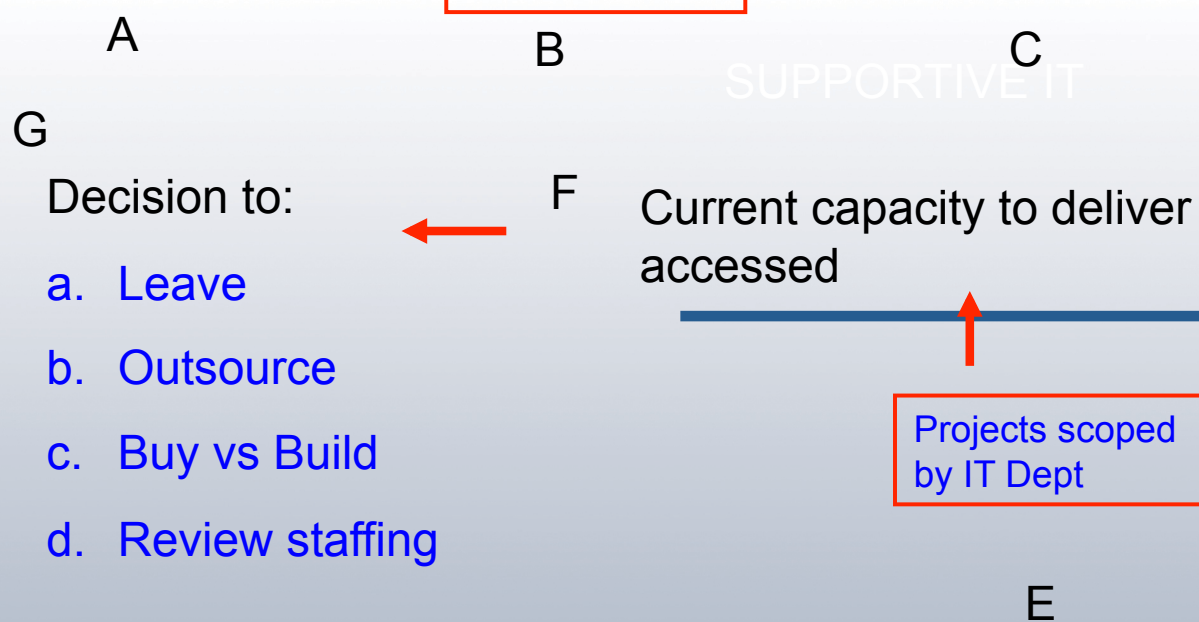
Faculty or project owner submits project request

Supervisor (Project sponsor) approves

Board Reviews

- Prioritize**
- Project A
  - Project B
  - Project C
  - Project D
  - Project E
  - Project F
  - Project G
  - Project H
  - Project I
  - Project J
  - REJECT**

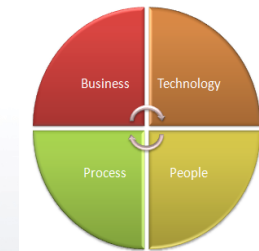
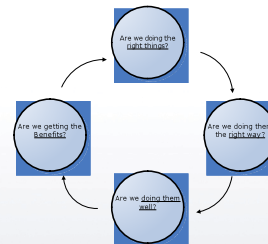
Projects under 20 hours requirement can be accepted at the discretion of the Head IT



Projects scoped by IT Dept

# Governance Role

**IMPORTANT:** The Governance Board decides  
**WHAT** is done ( Programs and Projects)  
but **NEVER HOW** it is done



Should report back on the Outcomes of Projects  
and how they meet Program Objectives

**One exception: *The Quality Gate Method* for large expensive projects**

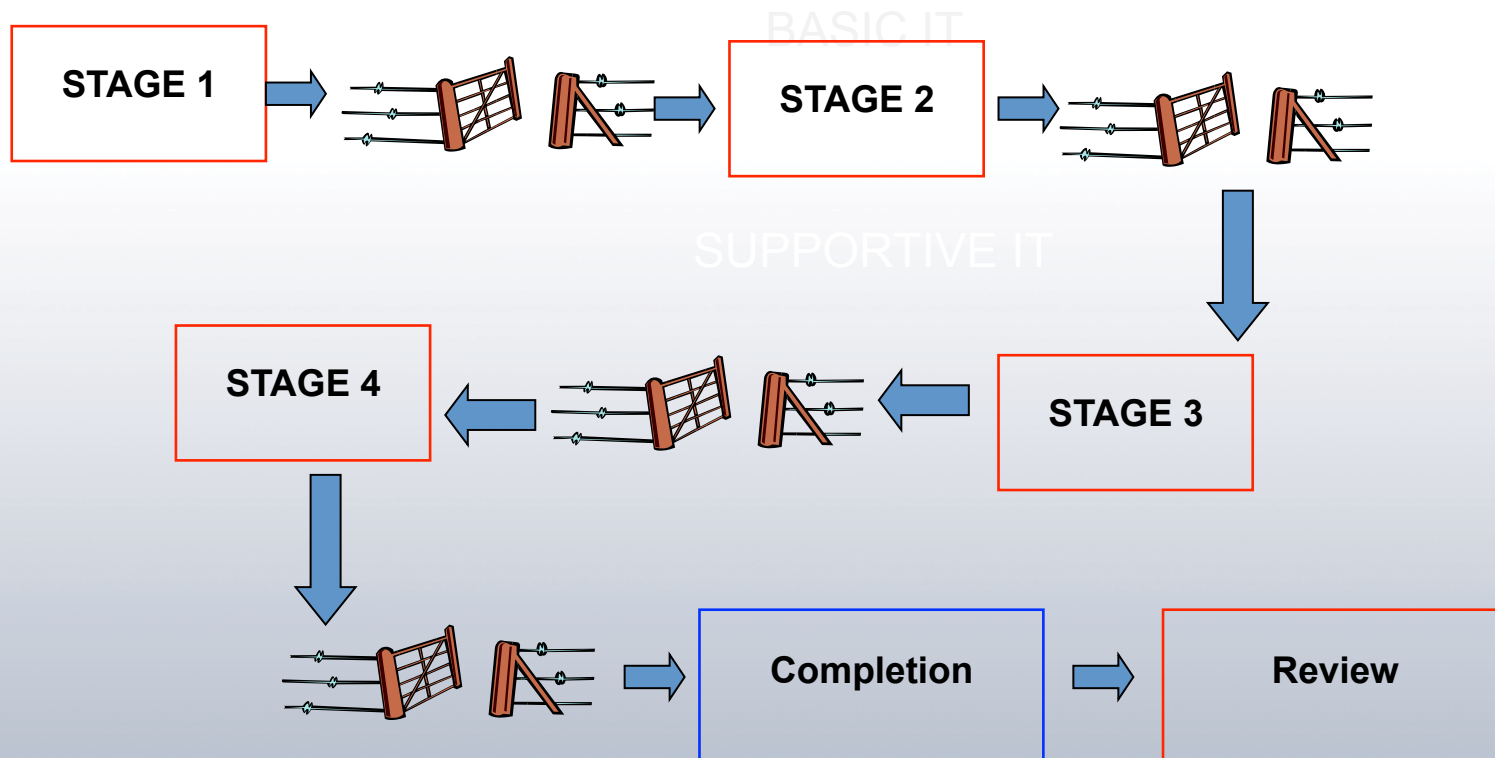
# Quality Gate Method



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- Project is broken in a number of stages (none more than 6 months)
- Money is attached to each stage

## Scan, Governance, Deliverables (\$\$\$)

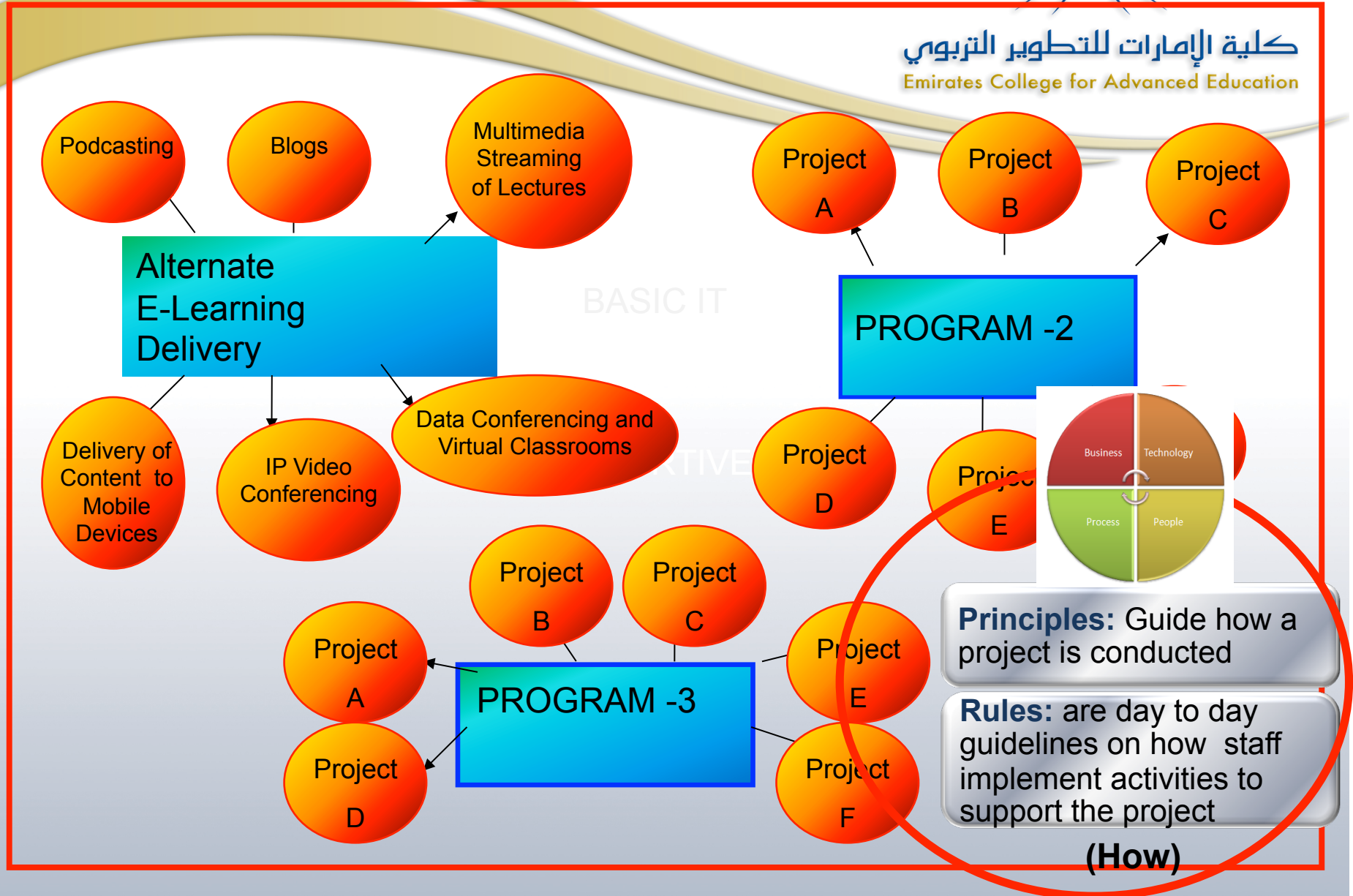




# After WHAT then comes HOW



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### 3. Stability

The IT Department will implement strategies to replace the current IT systems on campus. This includes replacement and consolidation of existing systems to protect against single points of failure, outsourcing and service level agreements, replacement of aging systems to reduce risk, system monitoring technologies and other tools to manage and troubleshoot system level issues before they occur.

#### Success factors:

- Staff satisfaction survey results on the Infrastructure
- System up/down time for key systems: Power campus, BlackBoard, HR system

#### Organizational Alignment

### 4. Scalability

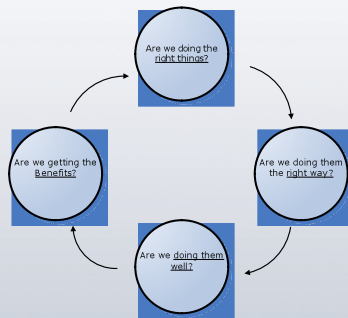
The IT Department will constantly seek to review existing and new technology implementations to ensure that capacity exists for future growth and expansion. System purchases and implementation strategies are required to incorporate scalable designs for greater flexibility in order to be responsive to future periods of rapid growth or unexpected expansion.

#### Success factors:

- Time period between requirement and commissioning new servers/systems
- Ability to predict and meet growing storage requirements

#### Organizational Alignment

ECAE 1.5



3.Stability

4.Scalability

5.Security \*

6.Strategic Alignment

7.Standardization



# HOW: PRINCIPLES In Action

Server  
Replacement  
Program

Architecture Upgrade  
and Improvement

- Service:** program adheres to agreed server uptime standards; includes staffing for dedicated server support staff
- Sustainability:** Program includes budget for ongoing upgrades to increase capacity as organization grows
- Stability:** All servers include redundant components (eg power supplies, nic cards etc); SLA in place for 4 hour response time for part failures); Monitoring tools part of project.
- Scalability:** Follow college strategy of virtualized servers connected to blade and SAN so additional servers can be deployed on demand
- Strategic Alignment:** part of project involves full consultation process with academic and corporate departments to ensure needs are covered for next 24 months.
- Standardization:** Follow college server standardization plan of DELL blade server approach

1. Service
2. Sustainability
3. Stability
4. Scalability
5. Security
6. Strategic Alignment
7. Standardization

Like an IT  
Constitution



# HOW: RULES

**Rules:** are day to day guidelines on how staff implement activities to support the project

- **RULES** are a delegation tool for day to day operations in the IT Department
- Allow staff to function independently when faced with an *operational* decision
- Can exist for any area eg:
  - **Organization:** reporting relationships, escalation procedures, departmental procedures, time and attendance
  - **Technology:** procurement, vendor management, incentives, disposal, personal use etc
  - **Software:** license management, maintenance agreements etc
  - **Service Levels:** compliance, escalation, dispute resolution, measurement, change management etc
  - **Data:** Ownership, management, standards, archiving, privacy etc.
  - **Software/ Application Development:** development methodologies, approval process, recording and resolution, intellectual property, buy vs build, customization guidelines

# HOW: RULES examples

## •NETWORK CONNECTION

- All staff will have a *wired* connection to the network at their workspace. Staff with laptops will also have *wireless* connection.
- All labs will be connected via *wired* connection.
- Student laptops ( provided by college) will only connect to network *wirelessly*.
- Personal devices of staff and students will only connect to guest internet connection via *wireless*.

SUPPORTIVE IT

## •APPLICATION DEVELOPMENT

- Where possible new application functionality will be delivered through existing ERP or SIS system
- Only Buy best of breed applications when functionality is not available in ERP or SIS
- Customize applications only when absolutely necessary due to critical business requirement
- Build applications only as last resort when the functionality can not be delivered by any of the approaches above.

# HOW: RULES

- Templates
- Governance or Internal approval

**Issue:** *What guidelines will we issue on procurement of technical infrastructure?*

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**Options:**

1. Procure on the basis of lowest price.
2. Procure best of breed.
3. Procure from a limited number of preferred suppliers.

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**Preferred:**

- (3) Procure from a limited number of preferred suppliers.

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**Rationale:**

Minimizes risks of incompatibility, simplifies integration, controls the range of skills required and lowers administration costs. Builds better long-term relations with suppliers.

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**Implications (Positive):**

- We retain the benefits of a homogenous infrastructure.
- We retain the benefits of bulk purchasing from our preferred suppliers.
- This simplifies procurement processes and allows enhanced electronic purchasing.

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**Implications (Negative):**

- We may not always pay the lowest price.
- The range of peripherals may be more limited in the short term.

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**Approved:**

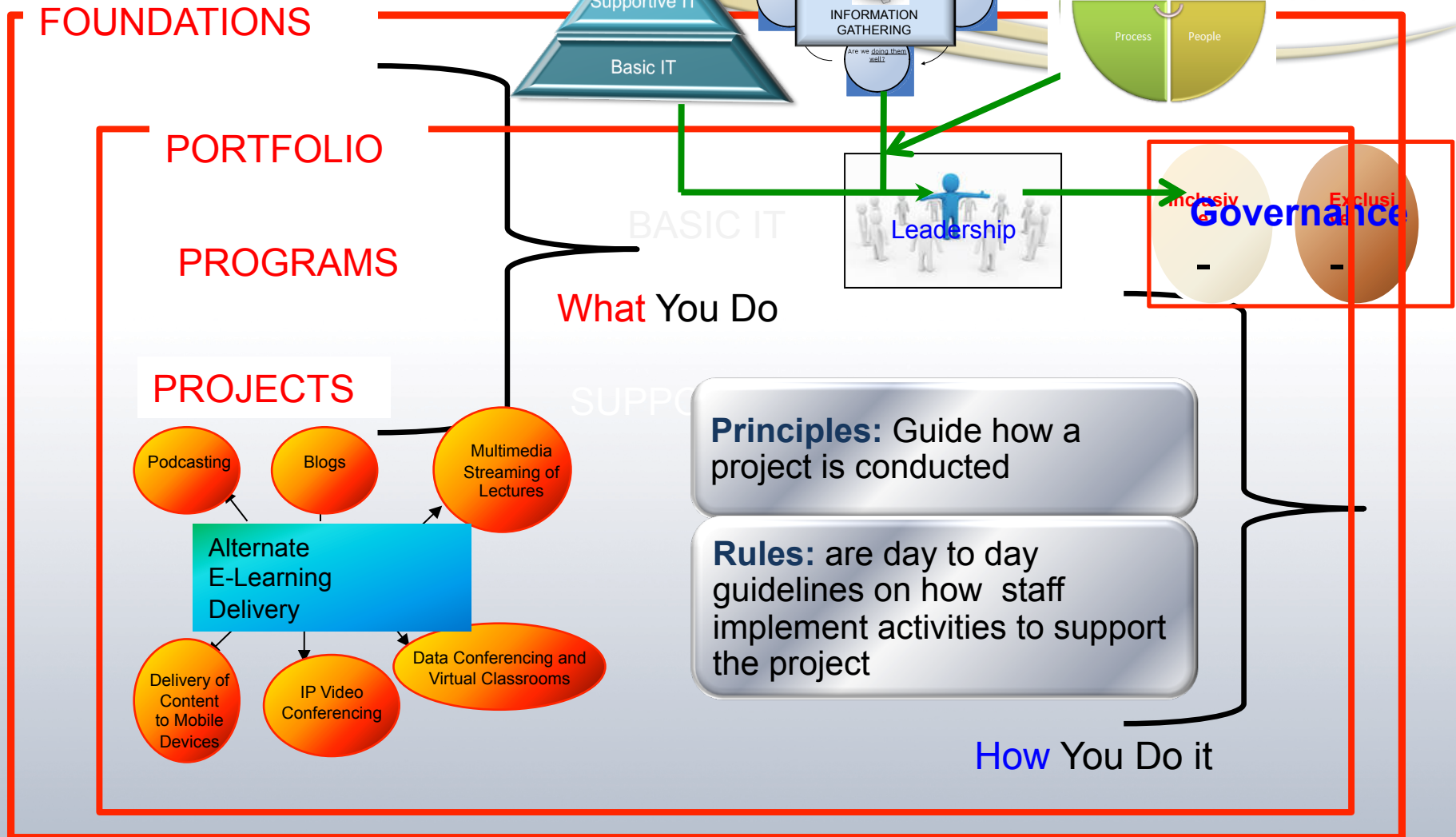
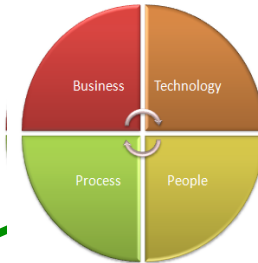
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# Bringing it Together



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# QUESTIONS



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Download Presentation: <http://tinyurl.com/y6u5upm>